

16 JUN 1978

MEMORANDUM FOR: Director of Personnel

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Inter-Directorate Rotational Assignments (U)

REFERENCE : Memo frm DDCI to DDA, DDNFAC, DDO, DDS&T,  
Chmn, ExCSB, dtd 18 May 78, Same Subj

1. (U) In accordance with paragraph three of the reference, the DDA designates the following seven positions for utilization in the cross-Directorate developmental program:

	<u>Position Number</u>	<u>Grade</u>	<u>Title</u>	
- a.	GC-94	GS-14	Admin Officer	July 79
- b.	AR-29	GS-14	Admin Services Officer A CH	See/DO-4
c.	FP-06 ODP	GS-15	Comp Systems Analyst CH	
d.	BC-90 OTR	GS-14	Instructor-Intel	
- e.	FM-08	GS-15	Personnel Officer SAS	
- f.		GS-13	Personnel Security Officer	
g.	AH-35 OC	GS-14	Secretariat Officer D CH	

2. (U) Attached are position descriptions (keyed to the listing) of the functions to be performed in each designated position. We believe the selected positions will provide a challenging dynamic environment which will serve to stimulate the professional growth of assigned inter-Directorate officers.

/s/John F. Blake

John F. Blake

Attachments  
As stated

Distribution:

Orig - Adse

1 - DDA subj (w/o att)

1 - DDA chrono(w/o att)

1 - JFB chrono

① - DDA/CMO subj file(w/att)

DDA/CMO:THL:jls (14 June 1978)

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ADMIN OFFICER, GS-14  
O/DDA/SSA  
Position No. GC-94

## STATINTL

DUTIES

Per HR [REDACTED] the mission of the SSA/DDA is to ensure adequate, proper, and timely support to the Directorate of Operations. The SSA/DDA serves as the focal point for the Deputy Director for Administration and the Deputy Director for Operations for the resolution and coordination of support problems of mutual concern. As a member of the SSA/DDA Staff, the incumbent will share in the full range of duties and responsibilities required to carry out the mission of the SSA/DDA. The incumbent's duties will include:

a. Serve as the liaison and coordinating point in administrative matters between components of the Directorate of Operations and Directorate of Administration, and with other Agency components when appropriate.

b. Assure consistency in the application and interpretation of Agency policies, and coordination in the development of new administrative policies and procedures which affect the Directorate of Operations.

c. Coordinate with Senior Support Officers in the Area Divisions and Staffs when referral to higher authority is necessary to obtain administrative approvals or to establish administrative policy.

d. Develop improved administrative procedures to assure greater efficiency with fewer people at less cost, at Headquarters as well as overseas.

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e. Approve administrative and travel expenses of DDO Chiefs of Staffs and Area Divisions who, by regulation, may not approve their own expenses.

f. Designate Financial Approving Officers within the Staffs and Area Divisions, and provide appropriate written authorizations to the Office of Finance.

g. Serve as a travel approving officer for the Directorate of Operations, exercising various specific authorities which have been delegated to <sup>t/L 50-104</sup> you to control special travel benefits and assure that travel is consistently administered throughout the Directorate.

h. Review and concur in any recommendation submitted to the Board of Review, to the DDA, or to the DDO to write off official funds charged to any component or operational activity of the Directorate of Operations.

i. Serve as the focal point for control of Headquarters office space and parking permits allocated to the Directorate of Operations.

j. Serve as the releasing officer on all book cables and book dispatches on Support matters, and assure that each is appropriately coordinated.

k. Review all audit reports involving activities of the Directorate of Operations, monitor the responses of the audited components to the Audit Staff, assure that necessary corrective action is taken, and bring to the attention of the DDO any significant discrepancy.

1. Serve as the sounding board to discuss new policies and procedures, to identify issues before they become problems, and to develop solutions as early as possible.

m. Concur, authorize, or approve specific non-routine administrative actions under a delegation of authority from the Deputy Director for Administration.

n. Conduct special studies on administrative matters in behalf of the DDA and/or the DDO.

o. Provide administrative policy recommendations to the DDO and/or the DDA.

p. Coordinate administrative policy and/or procedures with other government agencies - particularly the Department of State.

#### FACTORS

1. Knowledge Required by the Position:

The incumbent must have an in-depth knowledge of Agency administrative procedures, policies and regulations. In addition, he must be familiar with and be able to interpret Department of State administrative regulations. He must know the organizational structure and mission of the DDA offices in order to initiate and expedite the administrative process. The incumbent should have at least ten years of Agency administrative experience (a mixture of field and Hqs.). He must be able to write well and present effective oral presentations.

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2. SUPERVISORY CONTROLS: Much of the day-to-day work is received directly by the incumbent. He reviews it and takes appropriate action without coordinating with the SSA/DDA - except to seek policy guidance when necessary. Ad hoc studies and projects are assigned by the SSA/DDA who provides policy guidance and an expected completion date. Routine correspondence is originated and signed by the incumbent. Work within the incumbent's area of responsibility which requires or relates to an Office, Directorate or Agency policy decision and/or a large expenditure of resources is discussed with the SSA/DDA. He provides appropriate guidance, reviews the work in draft form to ensure that it adheres to policy. Much of the non-routine correspondence is prepared for the signature of the DDA or other senior Agency officials.

3. GUIDELINES: The incumbent must follow accepted administrative procedures as outlined in Agency, Directorate, Office, and/or cover organizations administrative regulatory issuances. In addition, guidelines are provided by the SSA/DDA, Comptroller General Decisions, and Office of General Counsel opinions. The incumbent must have sufficient experience to properly interpret the guidelines and use sound judgment when applying them. And, he must recognize when extenuating circumstances dictate an exception to the guidelines. Finally, he must be able to function independently, but must realize when to seek guidance.

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4. COMPLEXITY: The incumbent's duties and responsibilities cover across-the-board administrative matters -- both in the field and at Headquarters. Most matters referred to the Staff are non-routine and require special considerations. In the performance of his duties, the incumbent has daily contact with senior Agency officials and frequent contact with senior Department of State officials. He must deal effectively with these senior officials in order to achieve the objectives of those contacts. Many of the incumbent's duties have a close interrelationship. In this regard, he must be able to discern what impact the accomplishment of one task might have on another function. The incumbent is expected to continually review his internal methods and procedures and if appropriate make changes to improve their efficiency. As a member of a small staff with a heavy workload, the incumbent must demonstrate a high degree of initiative, self-reliance and creativity. Also he must exercise sound judgment and require a minimum of supervision.

5. SCOPE AND EFFECT: The purpose of the work performed is to provide effective administrative support and consistent implementation of Agency administrative policies. The effect of the work performed will vary from a concurrence on a proposed foreign TDY to the adoption of a significant administrative policy affecting all Agency employees abroad. An error or poor judgment could result in the adoption of a major policy which

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would have to be reversed, or a strain in the relationship between Agency components or between the Agency and another government agency.

6. PERSONAL CONTACTS: The success of the incumbent is dependent to a large degree on how well he relates to people. He must deal effectively with all levels. The incumbent has daily contact with DDO Area Division Support Chiefs; frequent contact with the Directors, Deputy Directors, Executive Officers, Special Assistants, Division Chiefs, and other senior personnel in DDA offices; and senior administrative personnel in the DDI and DDS&T. *From the incumbent has frequent contact with senior officials in the Executive Administration and the Bureau of the Engineer and Science Health Department, etc.*

7. PURPOSE OF CONTACTS: The purpose of the above contacts is to exchange information of mutual interest, discuss administrative problems, negotiate agreements, and respond to requests for support. Whether or not the incumbent has the authority to commit the DDA or the Agency to a course of action will vary depending on the issue. The incumbent is responsible for establishing contacts at the appropriate levels.

8. PHYSICAL DEMANDS: There are no unusual physical demands.

9. WORK ENVIRONMENT: There are no unusual conditions in the work environment.

10. SUPERVISION EXERCISED: Incumbent has no supervisory responsibilities.

Logistics Services Division, OL

Position No. AR29 - Administrative Services Officer  
(Assistant Chief, LSD/OL) GS-14

1. Acts for the Chief and Deputy Chief, LSD in their absence.
2. Serves as the Division's "Chief of Operations". In this capacity, monitors staff and branch activities to ensure that the division is meeting all objectives with respect to daily workload.
3. Reviews all customer requirements for services and renovations and establishes priorities for each work request.
- 4.
5. Compiles weekly activity report in coordination with all staff and branch chiefs within LSD. Initiates memorandum and staff studies as required.
6. Conducts weekly meetings with staff and branch chiefs in determining status of ongoing renovations and establishes priorities and scheduling dates.
7. Correlates with GSA Buildings Manager on policy matters, funding, and status of overdue work requests.
8. Investigates, develops, and initiates programs, procedures, and techniques to enhance the effectiveness of division operations.



9. Serves as OL representative to various internal groups and committees considering FAC matters, parking policy, safety matters, buildings and grounds, security and appearance and other matters.
10. Establishes, develops, and maintains contacts with other Government agencies and commercial concerns on position-related activities including traffic control, bus service, classified waste destruction and disposal, office furnishings and furniture standards and such other subjects as may develop.
11. Monitors the collection and maintenance of LSD operating statistics and analyzes such information.
12. Reviews Employee Suggestions relating to LSD activities and recommends the proper course of action.
13. Administers and control tasks assigned to Fine Arts contract employee.
14. Advises LSD branch and staff chiefs on day-to-day policy and operational matters and coordinates with organizational elements, and other Government agencies and commercial organizations when required.
15. Assists the Chief and Deputy Chief on personnel matters involving such things as assignments, training, promotion, and disciplinary action.
16. Coordinates programs of executive interest held in the auditorium (such as family visitation day, open house, visits by senior Government officials) with Office of Security and representatives of other Government agencies.
17. Establishes the basis for Management by Objectives targets and develops procedures for measurement of progress in meeting these objectives.

FACTORS

1. Knowledge Required by the Job

Must be service oriented at all times. Must have the ability to deal diplomatically and in a professional manner with Agency requesters at executive and employee level to accomplish customer needs, and, when required, to deny tactfully any unjustified requests. Must have a thorough knowledge of policies, procedures and methods of GSA, as well as the ability to liaison successfully with high level officials. Must be familiar with Agency regulations as they pertain to Logistics Services responsibilities. Must be able to program, plan, and schedule work performed by GSA. Must have the ability to make frequent decisions on a crisis basis, regarding the use of manpower and money to support customer requirements.

2. Responsibility

a. Supervising Controls

Works directly under the deputy and chief of the division. Working together, priorities are developed and work to be accomplished is through verbal and written communications. I am expected to plan and carry out these assignments by coordinating with staff and branch chiefs and keeping my supervisors informed. The overall work performance is evaluated based on accomplishments, effectiveness, and meeting customer requirements. On occasions work performance is evaluated by the requestor verbally and in writing. The scheduling of jobs and sequence of timing are left to my discretion based on the resources available to accomplish tasks.

b. Guidelines

Guidelines are available in the form of CIA regulations, Logistics Instructions. Deviations to standard procedures are made to service priority and/or safety requirements.

3. Difficulty

a. Complexity

The work consists of a variety of duties involving a broad range of activities. The most difficult part of the job is scheduling work requirements with limited resources available to accomplish. Scheduling work in advance and establishing dates with the customer to coincide with delivery of equipment, space for additional personnel, and with as little interruption to customer operations as possible.

b. Scope and Effect

The purpose of this division is to provide logistical support to Agency components in the metropolitan area in the fields of supply, transportation, vehicle maintenance, building alterations, repair, and maintenance, space allocations, and utilization, building facilities, and mail and courier service.

4. Personal Relationships

a. Personal Contacts

Personal contacts are with officials, managers, and employees in the Agency. Frequent liaison with Office of Security is required. Daily liaison with GSA Buildings Manager, private contractors, leased Buildings Manager. Liaison as required with Department of Motor Vehicles, Federal Highway Administration, Department of Highways, GSI Cafeteria Managers,

vending machine representatives, and postal service.

b. Purpose

To service customer requirements. At times GSA personnel are hesitant and sometimes uncooperative to provide fast response to our requirements. Frequent follow-ups are required to obtain desired results, which at times are not made available until the higher echelon is contacted.

5. Environmental Demands

a. Physical Requirements

The work requires long hours, sometimes at night depending on requirements. Also, requires considerable walking, standing, and inspection of construction sites. At times lifting of furniture and equipment is required. Periodically, serves as LSD duty officer, usually one full week every 2 months, which requires duty officer to be available 24 hours a day by bellboy or phone after normal duty hours. Also, required to work in office 4 hours on Saturday when serving as LSD duty officer.

b. Work Environment

The work involves inspecting construction sites at all Agency-occupied Buildings in the metropolitan area. Work involves moderate discomfort; such as, noise, dust and construction atmosphere. During inclement winter weather, frequent inspections of walkways and roadways for removal of ice and snow to provide safe passage for pedestrians and drivers is required. Foul weather clothing is needed in case it is necessary to spread salt, shovel snow, etc.

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LETTER OF INSTRUCTION

Office of Logistics, Logistics Services Division  
Position No. AR29 -- GS-14 -- Assistant Chief, Logistics Services Division

1. The purpose of this memorandum is to provide you, the incumbent of the above position, with a clear understanding of the functions of this Division, the specific duties of your position, and what will be expected of you.

2. The mission of the Logistics Services Division (LSD) is to provide logistical support to Agency components in the Metropolitan Washington area in the fields of supply, transportation, vehicle maintenance, building alterations, repair and maintenance, space allocations and utilization, building facilities, and mail and courier service.

3. As Assistant Chief, LSD, you are responsible for acting on behalf of the Chief and Deputy Chief, LSD in their absence. In such cases, you are responsible for, and have the authority to carry out, the above functions. Certain authorities, however, are limited by Agency Regulations and special instructions issued by the Director of Logistics (D/L). You are expected to be cognizant of those limitations. Except when specifically prohibited by higher authority, you may delegate to members of the Division portions of your responsibilities; but such actions will not relieve you of direct overall responsibility for results.

4. As this Division is service-oriented with respect to missions and functions and performs a multitude of services for all Agency Headquarters area components, it does directly represent the D/L and to a certain extent the Deputy Director for Administration. In this respect, it is most important that we enjoy excellent interpersonal relationships with our customers.

5. You will familiarize yourself with Logistics Instruction (LI) 1-12, dated 5 October 1973, which sets forth the general functions and authorities of LSD.

6. In addition to acting for the Chief and Deputy Chief, LSD in their absence, your specific duties are as follows:

a. Establish priorities for work order requests submitted by Agency components and controls to effectively administer monies involved.

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- b. Establish the basis for management by objective targets and develop procedures for measurement of progress in meeting those objectives.
  - c. Investigate, develop, and initiate programs, procedures and techniques to enhance the effectiveness of division operations.
  - d. Serve as OL representative to various internal groups and committees considering Fine Arts Commission matters, parking policy, safety matters, buildings and grounds security and appearance and other matters.
  - e. Establish, develop, and maintain contacts with other Government agencies and commercial concerns on position-related activities including traffic control, bus service, classified waste destruction and disposal, office furnishings and furniture standards and such other subjects as may develop.
  - f. Monitor the collection and maintenance of LSD operating statistics and analyze such information.
  - g. Further refine cost mechanics to more accurately reflect the cost of various functions and answer accurate invoicing, should the need arise.
  - h. Prepare reports, memoranda, and staff studies as required.
  - i. Evaluate Employee Suggestions relating to LSD activities and recommend the proper course of action to the OL Suggestion Awards Officer.
  - j. Advise LSD Branch Chiefs on day-to-day policy and operational matters and coordinate with organizational elements, and other Government agencies and commercial organizations when required.
  - k. Continue to monitor the disposal of classified waste in connection with ongoing studies.
  - l. Administer and control tasks assigned to Fine Arts contract employee.
  - m. Assist the Chief and Deputy Chief on personnel matters involving such things as assignments, training, promotion, and disciplinary action.
7. As required, you will address, as the Assistant Chief, LSD those courses established to train Logistics personnel and be required to brief senior officers of the Agency on any topic relative to the operation and functions of LSD.

8. As an objective for calendar year 1975, establish a training program in coordination with Branch Chiefs.

9. Of critical importance is the need to keep the Director and the Deputy Director of the Office of Logistics currently informed of those events, actions, reports, and comments from other senior Agency officers which directly bear upon Logistics Services matters. Your proximity to Headquarters activities makes it imperative that you act as the "eyes and ears" of the Director of Logistics. Therefore, in conjunction with the Chief and Deputy Chief, LSD, you must assure yourself that each member of this Division reports such matters of executive interest and that that information is promptly passed to the Director of Logistics.

10. It is important that you make every effort to keep abreast of your daily workloads, that deadlines be considered seriously and met.

11. You are free at any time to consult with your co-workers, Division Chief, and the D/L to obtain assistance where required. It is your responsibility to keep the Chief and Deputy Chief of LSD and the D/L informed of any problems or activities which in your judgment are unusual.

12. You are expected to make suggestions for change, to generate ideas to improve your functions, and to show initiative in problem solving.

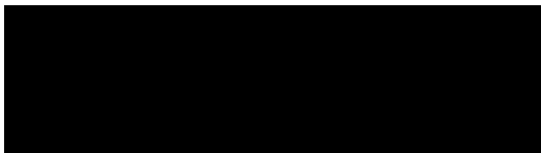
13. The Deputy Chief, LSD will discuss your functions and your performance with you periodically - not less than at 6-month intervals. Your performance as reflected in your Fitness Report will be measured against those functions specified in this Letter of Instruction.

  
Chief  
Logistics Services Division, OL.

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ACKNOWLEDGED:

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*5 Sept 1975*  
Date

9 JUN 1978

c.

POSITION DESCRIPTION

A. POSITION IDENTITY

Position Number: FP-06

Grade: GS-15

Position Title: Computer System Administrator Assistant  
Director

Organization Location: Consolidated SAFE Project Office/  
Special Projects Staff/ODP/DDA

Organizational Title: Chief, Project Planning and Control/  
CSPO/SPS/ODP

Organizational Level of Immediate Supervision: Project  
Director, Consolidated SAFE Project Office/  
ODP; Grade: GS-16

Immediate Staff: Size 10 to 30; Occupational Make-up-  
Clerical, Technical and Professional personnel;  
levels - GS-5 through GS-14

B. MAJOR DUTIES

Manages office resources (personnel, budgetary, equipment and space) to correlate to the administrative and managerial policies and procedures of ODP and the DDA. This duty includes supervisory and performance evaluation responsibilities for the assigned support staff personnel.

Responsible for the development and maintenance of project plans and control mechanisms and displays for use by all elements of the project to ascertain the status and plans of assigned projects.

Manages Technical and Professional personnel required for: (a) maintaining the status and plans of projects and (b) defining, designing and developing the operational aspects of special or stand-alone computer systems. This duty requires the analysis, evaluation and protection of resource requirements for the Project Office and the development of plans and procedures that will be used to



manage and operate computer systems that support and meet user requirements.

Responsible for ensuring that all logistical requirements (e.g. air conditioning, humidity controls, electrical power, and fire, smoke and water detection) for the operation of computer facilities are identified and develops plans and procedures to ensure the operation and security of the computer facility, personnel and information.

Responsible for the development of plans and procedures for computer system implementation, hardware selection, facility (site) preparation, and equipment installation, testing, maintenance and operation.

Responsible for maintaining and managing project development documents produced by the staff and contractors, (e.g., Requests for Proposals, Proposal Evaluations, Technical Notices, Plans and Procedures) and coordinating such documents with other interested organizational components of the Agency.

Performs other ad hoc tasks as assigned by the Project Director/CSPO (Chief, Special Projects Staff) such as:

Acts as Deputy Chief, Special Projects Staff reporting to the D/ODP in the absence of the Chief, SPS.

Acts as chairman of the SPS Career Sub-group Panel for all staff personnel career actions.

Acts as chairman of Configuration Control Boards for various projects assigned to the Special Projects Staff.

#### C. EVALUATION FACTORS

##### 1. Knowledge and Skills Required

Personnel and office management knowledge and skills required to organize and maintain an office in a professional and efficient manner.

Project management knowledge to organize and direct the definition, design, development, acquisition, and implementation of large, complex computer systems.

Knowledge of Federal and Agency Procurement Regulation and Procedures, evaluation and negotiation

methods.

Knowledge of Federal, Agency, DDA and ODP administrative and managerial policies, procedures and practices such as MBO, Zero-base Budgeting, Personnel Development Plan, Annual Personnel Plan.

Ability to clearly and concisely express thoughts in oral and written form; Responses to Congressional and Budgetary inquiries, Project Plans, etc. are prepared and coordinated.

Knowledge of ADP Technology including capabilities, capacities and limitations of computer systems and components.

Knowledge of construction and computer (site) requirements including utility and environmental support equipment requirements.

Contract management knowledge to assess contractual efforts and the ability to identify shortcomings and problems to effect corrective actions and circumventions.

Ability to define problems and activities precisely, identify and combine relevant facts and present them objectively and in the proper perspective.

Ability to develop or produce new concepts, techniques, and methods through imagination and innovative skills.

Ability to take action with a minimum of prompting and supervision.

Ability to reach sound decisions.

Ability to plan and coordinate the activities of the office, subordinates and peers and identify the practical steps necessary to reach objectives.

Bachelors Degree in Computer Science or Business Administration or 7 to 12 years equivalent experience in Computer Science and Management.

## 2. Difficulty of work.

The scope and variety of activities and responsibilities require maturity and adaptability to changing priorities. The status and future of assigned pro-

jects, personnel and budgetary allocations are directly impacted by problems encountered, and decisions and actions taken to resolve them. The ability to successfully relate to and work with subordinates, peers, supervisors and counterparts with other organizations is critical to the effective performance of assignments.

Because of the oversight and interest in assigned projects, significant pressure is applied, requiring continuing maintenance of plans and anticipatory actions for requests with short-response times.

Activities and performance of the incumbent directly impact the financial and manpower resources of the Project Office.

Varying technologies, operating and managerial procedures, ADP capabilities, costs and resource requirements must be continuously appraised to effect the most cost-effective plans, procedures, performance, operation and maintenance of office and computer facilities.

### 3. Responsibility.

Oral and written directives of the Chief, SPS and D/ODP. Limited supervision is provided in regard to the accomplishment of staff goals and objectives and day-to-day assignments. Incumbent is free to establish priorities and work schedules.

General Agency, office and staff level administrative policies and procedures are followed.

### 4. Personal relationships.

Personal contacts are with technical experts and executives of the Agency, Government and Computer Industry. The purpose of the contacts is to exchange information regarding projects, technologies, and management. Computer systems and products are demonstrated and evaluated to determine the extent of their applicability to other requirements.

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d.

TRAINING OFFICER, GS-14  
POSITION NO. BC90  
TITLE: COURSE CHAIRMAN, INTELLIGENCE TRAINING

Major Duties

Performs duties as course chairman for training programs for Agency employees at the beginning (EOD) and advanced (Midcareer) levels of their careers.

Designs, plans, organizes, and manages training programs that focus on the skills and responsibilities of an analyst engaged in the production of intelligence; the organization, missions, functions, and policies of the Agency; the intelligence process from the levying of requirements through all types of collection systems and analytical methods to the production and evaluation of the product; the makeup and functioning of the Intelligence Community's constituent elements; the roles and responsibilities of the DCI; the functioning and organization of the National Security Council; key issues of U.S. national security and foreign policy concern.

Seeks out and schedules guest speakers in all of the above areas. This requires a continuing search through participation in professional symposiums and meetings, and maintenance of contacts throughout the Agency and Intelligence Community.

Writes scope notes, course materials, correspondence and memoranda, and course reports.

Selects reading materials, films, and videotapes for each course. This requires a continuing survey of readings, films, and videotapes available in each of the areas covered in the courses. The review of materials includes those produced by the Agency and the Intelligence Community members, and in non-Governmental sources, such as popular and scholarly journals, newspapers, private film companies, and the major commercial and educational TV networks.

Follows developments in instructional technology for possible incorporation of new presentational means into course planning, such as the use of multimedia techniques.

Develops learning assessment and accountability methods. This requires an understanding of adult learning theory and principles, and instructional technology.

Factor 1. Knowledge Required by the Position

Comprehensive understanding of the intelligence and foreign policy processes, including the institutions and

issues involved. This includes a comprehensive knowledge of the organization, missions, and functions of the Agency; the makeup and functioning of the Intelligence Community; the roles and responsibilities of the DCI; the functioning and organization of the National Security Council. A clear understanding of key issues of U.S. national security and foreign policy concern is necessary. The level of knowledge required is at the advanced graduate degree level, and derived from work experience and formal education. This knowledge base is requisite to the design and organization of the training programs, preparation of scope notes and course materials, and communicating with speakers clearly what you expect them to cover. It is also necessary for the preparation of lectures and briefings. The course chairman is constantly called upon to respond to questions or expand upon topics addressed by other speakers in providing continuity in the running of a training course.

Full knowledge of the intelligence process, from the levying of requirements to the assessment of the finished product. This includes familiarity with all types of collection systems and analytical methods. In an organization where most employees have highly specialized and compartmented responsibilities, the necessary level of understanding of

the process requires continually building a unique data base that is possible only through the combination of rotational work experience and in-depth study on-the-job.

Verbal and written communications skills are essential. The verbal skills are required for lecturing; managing formal and informal discussions; organizing and participating in panels, workshops, and seminars. The course chairman must be able to articulate course objectives and content clearly to class members and speakers. He should be persuasive in engaging speakers and motivating class members to participate actively in programs. Skill in writing is necessary for the preparation of course materials, scope notes, correspondence and memoranda, and course reports. Oral and written communication is maintained with high-level speakers from the Government, business, professional, and media communities.

Working knowledge of adult learning theory and principles, instructional technology, and the application of multimedia techniques (video, film, etc.) to course planning and design is necessary to insure optimum learning. This is an ongoing process, as OTR expands and updates its capabilities in presentational means.

Agency and office regulations applicable to the planning and running of a course must be clearly understood and would include security considerations and processes for engaging guest speakers.

Factor 2. Supervisory Controls

Receives administrative direction from the branch chief in terms of assigned courses to design, plan, and run, and ad hoc requirements for briefings and papers. The assignments are normally carried out independently, with periodic reporting to the branch chief on the progress of course planning and presentation. Normally, supervision is general in nature and primarily concerned with overall planning, course objectives, and measures of effectiveness. The branch chief provides administrative support as required.

Factor 3. Guidelines

General guidelines are normally given in terms of broadly stated objectives and a description of the audience, e.g., "design and run an orientation course for career trainees." These guidelines will be found in the OTR Catalog for existing courses, and will be given verbally or as written memoranda for new courses. The course chairman then has the responsibility for translating these into specific goals and objectives,



and from these determining course content and schedule. The chairman may also recommend course duration and frequency of runnings. The course chairman is expected to continually research Agency and Intelligence Community member organization reports, memoranda and regulations for changes in organizational structures and substantive intelligence priorities as guidelines for setting course goals, objectives and content. Other general and specific guidelines contained in Agency regulations and OTR notices and instructions normally pertain only to procedural matters, including security restrictions and clearances, guest speaker honorariums, processes for hiring annuitants, and the submission of course reports.

Formal guidelines relating to how to plan, organize and conduct courses are virtually non-existent, and the individual course chairman has the responsibility for adapting educational and psychological concepts and methodologies to his own course design and management.

#### Factor 4. Complexity

Planning, organizing and managing training courses involve a series of complex steps and processes.

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For each running of every course, the chairman must initially set goals and objectives, and from these determine the content of the program. This is true whether the course is new or already regularly scheduled, given the dynamic nature of the substantive and organizational subjects covered. To insure the currency of the training program, the chairman must probe and research constantly for changes in organization within the Agency and Intelligence Community or in substantive intelligence priorities. Given the scope of material covered, all courses are of short duration (one of five weeks), and therefore, continual review and revision is necessary to maximize use of time.

Once objectives and content have been determined, the chairman must decide on the appropriate presentational means for each subject. The optimum mix of lectures, films, readings, small group and general discussion, and possibly field trips must be developed. The proper mix in content and presentational means is a very complex calculation, involving judgments of logic, weighing of bureaucratic sensitivities (particularly the coverage devoted to one office or component's mission and activities as against that of another office), and assessment of the audience. The audiences for different courses vary significantly in perspectives, experience and expectations. The bureaucratic factor often proves particularly intractable, and requires considerable tact and diplomacy on the part of the chairman.

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Most speakers come from other Agency offices, Government organizations, or public and private institutions. The chairman must develop and maintain contacts throughout the Agency and the Community to identify suitable speakers for the many topics in his programs. Then he must accommodate the potential speaker's primary work schedule in securing his participation. These speakers will include individuals at senior levels up to including the Director of Central Intelligence. The balancing and sequencing of blocks of instruction to facilitate participation of the most qualified spokesmen on given topics while maintaining logical continuity require considerable wisdom and imagination.

Frequently the most qualified speaker is not effective as a lecturer. The chairman, therefore, may seek to develop the most effective format--panel, question-and-answer session, open or small group-discussion--in lieu of a formal presentation. The chairman must also be skilled and tactful in communicating with each speaker precisely what he wants discussed, the context of the presentation, and the nature of the audience. The inherent complexity of being conversant in these three areas is apparent, and underscores the importance of dialog with speakers for sustaining the logical flow of the program.

The chairman is also concerned with logistical arrangements, a task involving considerable detail and particularly complicated when the training is given at a remote training site. This chairman has as one responsibility running the Midcareer Course, which is conducted during half of its five-week duration at remote training sites. Logistical details involve issues of security, transportation of class members and course materials, communication, and classroom training aid support to speakers, and require dealing with several Agency components. The chairman and training assistant must work closely together developing procedures, defining responsibilities, and setting deadlines for correspondence, space accommodations, financial requirements, transportation, and other details.

The variety of intricate processes and sometimes unyielding problems requiring resolution does not end with the beginning of the course. During each training program, the chairman can expect to be called upon to make adjustments in response to unanticipated problems, such as speaker cancellations or rescheduling, transportation delays, and security restrictions.

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The chairman is responsible for sustaining class involvement and interest. The variety of audiences was cited earlier. The chairman has the added task of "facilitator," encouraging exchange among students that can be as important in the learning process as knowledge acquired from scheduled presentations. This role is complicated by the occasional presence of a class member reluctant to take an active part in the program. The chairman must also be alert and astute in handling potentially disruptive situations involving disagreements between speakers and class members. He must also be sensitive to particular needs of the class, and prepared to ask speakers in advance to alter the focus of their remarks or adjust the schedule to add new material. The chairman is often called upon to attend to student personal problems while under pressure of his primary responsibility for course administration. This is particularly true at remote training sites where the chairman is the one immediately accessible individual with authority to initiate action.

During courses, the chairman can expect to be involved in many duties simultaneously, from hosting speakers, running equipment, handling student needs to resolving schedule problems. And finally, the chairman must display the objectivity necessary to evaluate accurately the effectiveness of the training offered.

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Factor 5. Scope and Effect

The chairman is responsible for training programs that serve as vehicles through which senior Agency management, including the DCI and DDCI, may communicate their goals and policies to Agency personnel. In turn, through participation in the several runnings of training programs and particularly the Midcareer and Introduction to CIA courses, senior management is informed on a regular basis of perceptions and expectations of a cross-section of Agency personnel. These managers have the opportunity to correct immediately misperceptions, and clarify their own expectations of the roles and responsibilities of class members. Thus, the courses provide unique lines of communication to assure that the Agency's missions and functions are understood by those expected to lead, manage, and execute them.

The courses further enhance the effective performance of the Agency by giving officers a clearer understanding of the data bases, and the collection, analytical and support systems and services available, as well as a network of new contacts throughout the Agency generated within the class itself. Substantive presentations by speakers from within and outside the Agency may offer new information, points of view and perspectives to officers working on related problems.

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The Agency is served by the contacts of class members with speakers from outside our organization. Class members may gain fresh insights into the missions and functions of other members of the Intelligence Community, and a new regard for their capabilities and ways in which they might work together. The dialog with students clearly can have the reverse impact also, breaking down unjustified barriers between organizations. Clearer understanding of one another's responsibilities and perceptions is also achieved through the dialog accompanying participation by speakers from the private business and academic sectors and other Government organizations.

Factor 6. Personal Contacts

Class members represent a broad cross section of Agency employees, including new professional and clerical employees, Midcareerists, and others with varying lengths of service in the Agency.

Agency Speakers from analysts/case officers up to and including Deputy Directors, the Director of Central Intelligence, non-Agency experts in a wide-range area of intelligence concerns from the Government, academic business, and media communities.

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Factor 7. Purpose

The overall purpose of all contacts is to insure that the programs meet their objectives and constitute an effective response to the Agency's needs they serve. More precisely:

- contacts with senior managers, on occasion including the DCI and/or the DDCI, are to schedule their participation in courses, and the format and content of their presentations; to discuss course content and objectives, and invite recommendations for making branch training responsive to Agency needs; to gain understanding of senior leadership and management perceptions of Agency goals, missions, and activities.
- contacts with representatives of Government, business and academic communities are to schedule their participation in courses, and the format and content of their presentations; to solicit recommendations for new subjects and speakers, and gain access to the latter; to discuss the function of training in the Agency and its contribution to the total Agency mission.
- contacts with class members are to communicate the objectives of the course and what is expected of them; to develop an open dialog for immediate feedback on



the effectiveness of the course; to gain clarification of their expectations; to invite recommendations for changes in content, format, and focus.

--contacts with supervisors of class members provide feedback on the impact of the course on the class member's job performance; recommendations for focus and content of future runnings.

Factor 8. Physical Requirements

At field training sites, 17-hour days are not uncommon for course managers, with much of the time engaged in active logistical support functions. At Headquarters the work is generally of a sedentary nature.

Factor 9. Work Environment

The work is performed in the classroom and offices, field training sites, and occasionally at non-Agency facilities in the metropolitan area, and involves normal, everyday risks.

2 June 1978

POSITION TITLE : Personnel Officer  
POSITION GRADE : GS-15  
POSITION NUMBER: FM-08  
LOCATION : Office of the DD/Pers-P&C  
Ames Building

I. Job Summary

Under the general direction of DD/Pers-P&C conducts independent special studies and participates with members of the Plans and Review Staffs in developing new approaches and applications, and/or modifications to Agency personnel management and administration policies, practices and systems; reviewing, interpreting and proposing applications within the Agency in compliance with legislation, Executive Orders, Directives from OMB and the Civil Service Commission (when applicable) and requirements imposed by Congressional Oversight Committees pertinent to personnel management and administration.

II. Knowledge, Experience and Abilities Required by the Position

1. Substantive knowledge and experience in the theory and application of the principles and concepts of modern personnel management and administration.
2. Thorough understanding of CIA's personnel management approach, concepts and applications.
3. Practical ability to do independent research and prepare final reports, studies and position papers for referral to senior management levels (including the DDCI and DCI).

III. Availability of Position

Present incumbent of position is tentatively scheduled for reassignment in December 1978.

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Approved For Release 2001/05/01 : CIA-RDP81-00142R000500050004-1				2. POSITION NUMBER 0170		
3. ACTION	POSITION TITLE	SCHEDULE	OCCUPATION CODE	GRADE	INITIALS	DATE
A.	Secretariat Officer-D Ch	GS	0132.02	14	JFC	16 Aug 61
B. INITIATING OFFICE						
4. ORGANIZATIONAL TITLE OF POSITION (if any)		6. CERTIFICATION				
5. ORGANIZATIONAL LOCATION		A. EMPLOYEE				
and Message Center-Deptt-Office of the Cable Secretary		B. SUPERVISOR				
7. DESCRIPTION OF POSITION						

**I. DUTIES AND RESPONSIBILITIES:**

25X1A

Under the general supervision of the Chief, Cable Secretariat and Message Center (Cable Secretary), incumbent serves as full Deputy Chief and as Chief in that individual's absences. Specifically, incumbent participates with the Chief in the discharge of duties and responsibilities pertinent to both CIA and other agency cables as follows:

A. Serving as a principal staff assistant to the DCI, insuring that all Agency cables, incoming and outgoing, are prepared, released, and disseminated in accordance with policies set forth by the DCI.

B. Insuring that all outgoing cables involving questions of national policy have been personally approved by the Director.

C. Keeping the Director constantly informed, through selection and briefing of CIA and other agency cables, on subjects of sufficient importance to warrant his immediate attention.

D. Together with action offices, insuring that intelligence information contained in cables is furnished promptly to the Office of the DD/I, and that Intelligence Information Reports (TD's) are delivered promptly to offices within and outside CIA.

E. Conducting continuing liaison with all elements of the Agency in establishing, revising, and implementing policy regarding cable dissemination.

F. Furnishing guidance, direction, and review to the work of subordinate personnel in the various Secretariat components. This involves assuring the efficient and timely processing and determination of appropriate dissemination of cables throughout the Agency on a round-the-clock, seven-day-a-week basis. It includes provision of Duty Officer coverage for DD/P regarding certain sensitive cables which by agreement with the DD/P are not disseminated to the Clandestine Services Duty Officer. Other subordinate responsibilities include preparation of summaries of cables selected for the DCI and other high level officials, the conduct of an internal Cable Analyst training program, and the provision of cable reference service.

G. As Deputy Chief, serving as Records Management Officer for the Secretariat and as Chairman of the Cable Secretariat Career Panel.

H. Performing related duties as required.

**II. SUPERVISION AND GUIDANCE RECEIVED:**

Incumbent receives general policy guidance from the Cable Secretary. Limited further guidance is available in the form of

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Agency regulatory issuances, manuals, information from points with which liaison is conducted, and precedents. Within this framework, incumbent performs his duties relatively independently. Because the Cable Secretary usually comes on duty in advance of daytime Agency hours and leaves correspondingly early, his Deputy is the top supervisor of Secretariat activities on duty every day in the later afternoon hours. Incumbent contributes to the formulation of Secretariat policy.

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